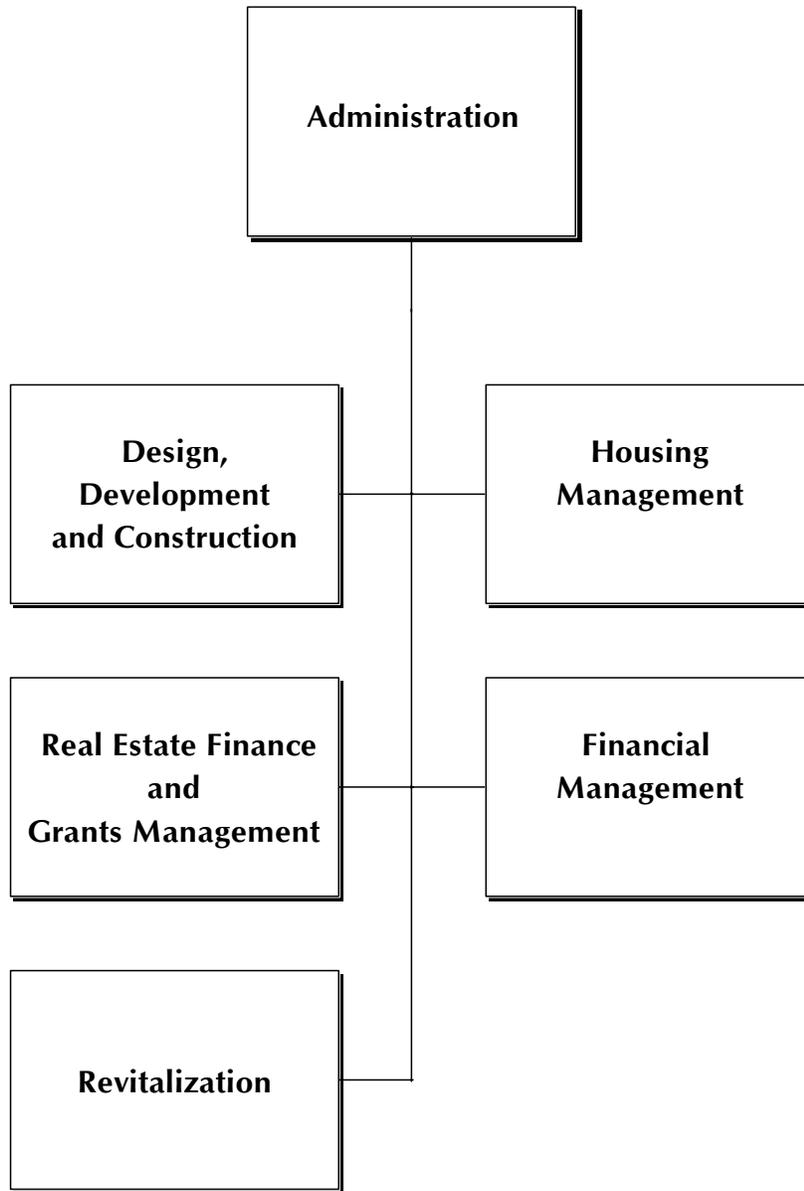


# Department of Housing and Community Development



## **Mission**

To provide the residents of the County with safe, decent and more affordable housing for low- and moderate-income households. In addition, the Department of Housing and Community Development seeks to preserve, upgrade and enhance existing neighborhoods through conservation and rehabilitation of housing and through the provision of public facilities and services.

## **Focus**

The Fairfax County Department of Housing and Community Development (HCD) will continue to provide housing opportunities for low-and moderate-income residents in Fairfax County and to assist in the renovation and improvement of neighborhoods. The HCD programs include numerous activities that support Fairfax County Redevelopment and Housing Authority (FCRHA) rental housing, housing for the elderly/group homes, loans for home ownership and home improvement, tenant assistance, community development, community improvement and the development and administration of these programs.

# Department of Housing and Community Development

County resources within the General Fund provide support for positions in Agency 38, Housing and Community Development (HCD). These positions coordinate the County's community development and improvement programs, support the development and operation of FCRHA assisted housing, and provide critical support in financial management, computer network operations and strategic planning.

The General Fund also supports the federal public housing and local rental programs by funding a portion of the administrative and maintenance staff costs, as well as refuse collection charges, condominium fees, limited partnership real estate taxes and building maintenance. Funding is also included in FY 2009 to paint various housing projects owned and managed by the FCRHA as part of an ongoing maintenance program.

The preservation of affordable housing in the County is another major focus of HCD. For many residents, living in Fairfax County is a significant financial struggle, requiring, on average, 50 percent above Area Median Income to afford a two-bedroom apartment at the fair market rate. The Center for Regional Analysis at George Mason University estimates that there is an affordable housing deficit of 30,000 units currently, and this is projected to rise to 60,000 by 2020. Fund 319, The Penny for Affordable Housing Fund, represents the County's financial commitment to preserving and creating affordable housing opportunities by dedicating a portion of its revenue specifically for affordable and workforce housing. This fund was established in FY 2006 and receives as revenue the approximate value of one cent on the Real Estate Tax for the preservation of affordable housing. As of January 2008, approximately 2,207 affordable units have been preserved for both homeownership and rental purposes in a variety of large and small projects using money from Fund 319 as a primary resource. For more information on Fund 319, The Penny for Affordable Housing Fund, please see the specific Fund 319 budget narrative in the Housing and Community Development Programs section of Volume 2.

This narrative only includes funding and related issues for the General Fund portion of the HCD budget. **The Department of Housing and Community Development Overview includes Key Accomplishments, FY 2009 Initiatives and Performance Indicators for the entire organization.**

## Budget and Staff Resources

Agency Summary				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	57/ 57	57/ 57	53/ 53	53/ 53
Expenditures:				
Personnel Services	\$3,824,133	\$4,451,479	\$4,381,854	\$4,512,105
Operating Expenses	2,511,498	2,562,786	3,351,785	2,562,786
Capital Equipment	0	0	0	0
<b>Total Expenditures</b>	<b>\$6,335,631</b>	<b>\$7,014,265</b>	<b>\$7,733,639</b>	<b>\$7,074,891</b>

## FY 2009 Funding Adjustments

The following funding adjustments from the FY 2008 Revised Budget Plan are necessary to support the FY 2009 program:

- ◆ **Employee Compensation** **\$223,274**  
An increase of \$223,274 in Personnel Services is associated with salary adjustments necessary to support the County's compensation program. As a result of budget constraints, compensation adjustments for County employees have been reduced. For FY 2009, employee increases as part of the pay for performance system have been discounted by 50 percent and the impact of the lower pay for performance funding is reflected above.

# Department of Housing and Community Development

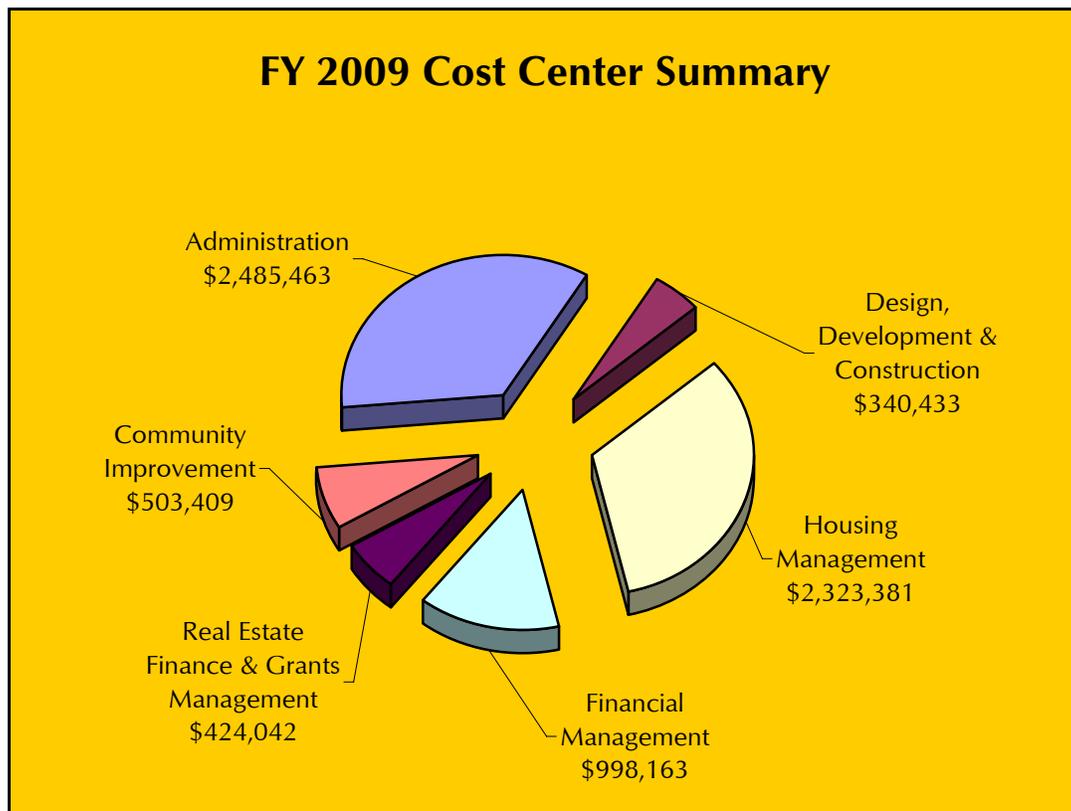
- ◆ **Personnel Services Reduction** (\$93,023)  
A decrease of \$93,023 in Personnel Services is part of an across-the-board reduction to meet budget limitations based on available revenues as a result of a flattening residential real estate market.
- ◆ **Carryover Adjustments** (\$788,999)  
A decrease of \$788,999 in Operating Expenses is due to one-time carryover of FY 2007 encumbered funding of \$567,999, primarily for consultant services, as well as the one-time carryover of unencumbered funding of \$221,000 to provide real estate tax relief for partnership properties and support other ongoing countywide initiatives.

## Changes to FY 2008 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2008 Revised Budget Plan since passage of the FY 2008 Adopted Budget Plan. Included are all adjustments made as part of the FY 2007 Carryover Review and all other approved changes through December 31, 2007:

- ◆ **Carryover Adjustments** \$719,374  
As part of the FY 2007 Carryover Review, the Board of Supervisors approved encumbered funding of \$567,999 primarily associated with professional consultant services for public housing budget training, the Yardi Affordable system interface, and organizational development consultant services. The Board also approved unencumbered funding of \$221,000 to support activities associated with ongoing countywide initiatives, as well as to provide real estate tax relief for Cedar Ridge, a recently converted partnership property. This funding is partially offset by a transfer of \$69,625 to support personnel services costs in the new Office of Community Revitalization and Reinvestment within the Office of the County Executive. Additionally, 4/4.0 SYE positions were redirected from the Department of Housing and Community Development to the Office of Community Revitalization and Reinvestment.

## Cost Centers



# Department of Housing and Community Development

## Administration

Funding Summary				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	11/ 11	10/ 10	10/ 10	12/ 12
<b>Total Expenditures</b>	<b>\$2,103,670</b>	<b>\$2,390,458</b>	<b>\$2,823,454</b>	<b>\$2,485,463</b>

Position Summary			
1 Director	1 Management Analyst III	1 Network/Telecom Analyst II	
1 Deputy Director	1 Management Analyst II	2 Programmer Analysts I	
1 HCD Division Director	1 Info. Tech. Prog. Mgr. I	1 Info Technology Tech. II	
		2 Administrative Assistants IV	
<b>TOTAL POSITIONS</b>			
<b>12 Positions / 12.0 Staff Years</b>			

Note: As the result of a transition by the U.S. Department of Housing and Urban Development to a project based budgeting model for the maintenance of public housing facilities, a number of positions are being moved within the Fairfax County Department of Housing and Community Development to better align the positions to the developments they support. This realignment is driven by the movement of maintenance positions but also impacts financial and management positions to maintain the level of County support and the number of County positions while complying with the federal requirements. In FY 2009, 2/2.0 SYE positions were redirected to Administration from Fund 967, Public Housing Projects Under Management.

### Goal

To provide administrative and computer systems support to the core business areas of the Fairfax County Redevelopment and Housing Authority and the Department of Housing and Community Development by responding to computer network requests from agency employees and public information requests from citizens, agencies and other interested individuals and groups.

## Design, Development and Construction

Funding Summary				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	4/ 4	4/ 4	4/ 4	4/ 4
<b>Total Expenditures</b>	<b>\$185,844</b>	<b>\$336,986</b>	<b>\$336,986</b>	<b>\$340,433</b>

Position Summary	
1 HCD Division Director	1 Administrative Assistant IV
2 Housing/Community Developers IV	
<b>TOTAL POSITIONS</b>	
<b>4 Positions / 4.0 Staff Years</b>	

### Goal

To provide design, development and construction services to facilitate the availability of affordable housing for low- and moderate-income residents and to implement public improvement projects in the County.

# Department of Housing and Community Development

## Housing Management

Funding Summary				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	24/ 24	24/ 24	24/ 24	14/ 14
<b>Total Expenditures</b>	<b>\$2,604,846</b>	<b>\$2,798,475</b>	<b>\$3,030,606</b>	<b>\$2,323,381</b>

Position Summary					
2	HCD Division Directors	1	Warehouse Supervisor	1	Administrative Associate
1	Housing Services Specialist IV	1	Warehouse Specialist	1	Administrative Assistant IV
1	Management Analyst III	2	Housing/Community Developers II	1	Administrative Assistant II
1	Programmer Analyst II	1	Housing Manager	1	Storekeeper
<b>TOTAL POSITIONS</b>					
<b>14 Positions / 14.0 Staff Years</b>					

Note: In FY 2009, 11/11.0 SYE positions were redirected from Housing Management to Fund 967, Public Housing Projects Under Management and 3/3.0 SYE positions were redirected to Fund 966, Section 8 Annual Contribution, to better align the agency's positions with the U.S. Department of Housing and Urban Development's Project Based Budgeting Initiative. Also attributable to the Project Based Budgeting Initiative, 4/4.0 SYE positions were redirected from Fund 967, Public Housing Projects Under Management to Housing Management.

### Goal

To manage and maintain affordable housing that is decent, safe and sanitary for eligible families and to maintain FCRHA housing in accordance with community standards and to provide homeownership opportunities to eligible households.

## Financial Management

Funding Summary				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	7/ 7	7/ 7	7/ 7	15/ 15
<b>Total Expenditures</b>	<b>\$560,494</b>	<b>\$638,101</b>	<b>\$641,042</b>	<b>\$998,163</b>

Position Summary					
1	HCD Division Director	1	Accountant III	1	Administrative Assistant V
1	Fiscal Administrator	2	Accountants II	2	Administrative Assistants IV
		2	Accountants I	5	Administrative Assistants III
<b>TOTAL POSITIONS</b>					
<b>15 Positions / 15.0 Staff Years</b>					

Note: In FY 2009, 5/5.0 SYE positions were redirected to Financial Management from Fund 967, Public Housing Projects Under Management, as well as 3/3.0 SYE positions from Fund 966, Section 8. These positions were redirected to better align with the U.S. Department of Housing and Urban Development's Project Based Budgeting Initiative.

### Goal

To provide management information for controls and compliance reporting to external oversight entities as required by policies and regulations; to collect revenues, process expenditures and service loans on a timely basis; to provide budgetary preparation and control of all agency funds; to maintain accounting records and prepare financial reports in conformance with generally accepted accounting principles to ensure accurate and auditable financial statements.

# Department of Housing and Community Development

## Real Estate Finance and Grants Management

Funding Summary				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	2/ 2	2/ 2	2/ 2	2/ 2
<b>Total Expenditures</b>	<b>\$248,909</b>	<b>\$421,345</b>	<b>\$541,880</b>	<b>\$424,042</b>

Position Summary	
1	Housing/Community Developer IV
1	Housing/Community Developer I
<b>TOTAL POSITIONS</b>	
<b>2 Positions / 2.0 Staff Years</b>	

### Goal

To plan, implement and maintain community-based and agency-based support services designed to improve the quality of life for residents in low- and moderate-income communities, and to provide financial services in order to facilitate the preservation and development of affordable housing.

## Community Improvement

Funding Summary				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	9/ 9	10/ 10	6/ 6	6/ 6
<b>Total Expenditures</b>	<b>\$631,868</b>	<b>\$428,900</b>	<b>\$359,671</b>	<b>\$503,409</b>

Position Summary		
1	Deputy Director	2 Housing/Community Developers IV
2	HCD Division Directors	1 Administrative Assistant IV
<b>TOTAL POSITIONS</b>		
<b>6 Positions / 6.0 Staff Years</b>		

Note: As directed by the Board of Supervisors during its revitalization retreat in December 2006, a new Office of Community Revitalization and Reinvestment was created in the Office of the County Executive as part of the *FY 2007 Carryover Review*. As part of that process, 4/4.0 SYE positions were redirected from Community Improvement (formerly Revitalization) to the Office of Community Revitalization and Reinvestment.

### Goal

To address current program needs associated with countywide residential improvement and repair projects within the Department of Housing and Community Development.